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ABSTRACT

The passage of the Kansas State House Bill 893, in 1965, changed junior colleges from high school extensions to community junior college districts, with their own board of control, faculties, facilities, and administration. This report presents data compiled from the responses of administrators in 14 of the 19 Kansas junior colleges regarding current administrative organizational patterns. Organizational charts for each of the 14 colleges deal with administrative-staff relationships. The college administrator: (1) delegates responsibility; (2) indicates tasks and responsibilities assigned to various individuals; (3) stimulates and coordinates efforts; and (4) assembles available resources in an attempt to reach the objectives of the college. (CA)

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DEPARTMENT OF ADMINISTRATION
AND
SCHOOL SERVICES

COMMUNITY JUNIOR COLLEGES: THE ORGANIZATIONAL PROFILE-- KANSAS COMMUNITY JUNIOR COLLEGES

JC 710 200

PAUL PARKER
PROFESSOR OF EDUCATION

KANSAS STATE COLLEGE
PITTSBURG, KANSAS

UNIVERSITY OF CALIF.
LOS ANGELES

SEP 2 1971

CLEARINGHOUSE FOR
JUNIOR COLLEGE
INFORMATION

PREFACE

Information concerning Kansas community junior colleges assembled in usable form is lacking. Therefore, the writer undertook a series of state-wide studies to gather much needed information related to many aspects of the community junior college. Dr. Paul T. Dixon, Chairman, Department of Administration and School Services, and Dr. Aaron W. Harper, Dean, School of Education, concurred in the need for such studies.

The purpose of this report is twofold: First, to present and briefly discuss data compiled from the responses of Kansas community junior college administrators concerning organizational structure; and second, to provide interested individuals a detailed compilation of the data collected.

The writer wishes to acknowledge indebtedness and express sincere appreciation to the many individuals who contributed valuable support to this undertaking. The secretarial assistance

given by Mrs. Nona Knox, Mrs. Joyce Miller, Mrs. Mildred Beer, and Miss Marvene Darraugh was most helpful. Mrs. Karen Koschin typed the final copy.

Most important, however, was the cooperation on the part of the Kansas community junior college administrators who took time from extremely busy schedules to provide the needed information. To them, especially, we extend our thanks and appreciation.

The administrative structure of the college should be designed to achieve the educational purposes of the institution.

Clyde E. Blocker
Robert H. Plummer
Richard C. Richardson, Jr.
The Two-Year College:
A Social Synthesis.
Prentice-Hall, 1965, p. 179.

Organization is concerned with the structural pattern of the school system, the visual depiction of which is given in its organizational chart. . .

Administrative Leadership Services

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INTRODUCTION

Community junior colleges have significantly changed the nature of higher education opportunities in Kansas. The state's system of nineteen public two-year institutions are currently providing a high-quality, locally-controlled diversified program of higher education for over 15,000 students.

The community colleges of Kansas were developed to (1) provide at least two years of post-secondary educational opportunities within commuting distance for as many students as possible; (2) provide curriculums responsive to community needs including vocational or technical courses for students who will be seeking early employment, college-university parallel courses for those students who will be seeking the baccalaureate or higher degrees, and adult general education, terminal and noncredit courses; (3) provide opportunities for those who want job retraining or to develop specialized skills and talents; (4) raise for Kansas youth their general expectations in terms of educational opportunities; and (5) offer quality education, at an economical cost to the student, which is community oriented.[1]

The Kansas junior college movement dates back to 1917 when an act, permissive in nature, authorized boards of education of first- and second-class cities or community high schools to extend high school courses of study to include grades thirteen and fourteen; and for some forty-eight years the junior colleges remained an extension of the secondary-school system. A major breakthrough in the development of the community junior college system occurred in 1965 when the Kansas legislature, during regular session, passed House Bill 893, an act known in Kansas as the "community junior college act." This act changed the junior colleges from high school extension to community junior college districts with their own board of control, faculties, facilities, and administration.[2]

During the period 1917 to 1965 there were a few changes in the organizational patterns of the junior colleges; however, the basic provision of the 1917 act relative to local and state control and supervision of the educational programs within the junior colleges were largely maintained until the enactment of the community junior college act of 1965.[3] This organizational pattern consisted of the local superintendent of schools being assigned the major responsibility for the operation of the extension courses. He usually further delegated such responsibility to someone designated as a dean. Furthermore, as might be expected under such an arrangement, separate facilities and staff were the rare exception. Therefore, one of the significant aspects of House Bill 893 is the fact that it made a marked departure from previous

concepts concerning administrative organization. Community junior college districts became distinct, separate institutions with their own boards of control and with a need to develop administrative organizational patterns which could provide the leadership necessary to assist the colleges in accomplishing their educational objectives.

At a time when the community junior colleges are undertaking such extensive reorganization, and with indications from research that institutional quality is directly related to educational leadership, it would seem important to seek information about the progress being made in the administrative organizational patterns of our colleges. Therefore, the writer of this report undertook to provide a descriptive look at the current patterns of administrative organization being formed in the Kansas community junior colleges. These data, gathered from community junior college administrators, should provide some insight into the types of organizations and into the adequacy of such patterns of organization for meeting the needs of community junior college leadership.

STRUCTURE OF ORGANIZATION

Organization: Organization is one of the responsibilities of the college administrator, and it is an important responsibility. The college administrator must organize the system so that he can (1) delegate responsibilities; (2) indicate the tasks and responsibilities assigned to various individuals; (3) stimulate and coordinate efforts; and (4) assemble the resources available in the attempt to realize the objectives of the college.

In his organizational activities the college administrator is concerned with the structural pattern of the college system. This structural pattern is visually depicted through the various organizational charts. These organization charts are documents which take on significance only in relation to their function of enabling people to relate to one another in the college's organzational structure and to understand their responsibilities.[4]

The Structure: In the following pages 14 organizational charts from Kansas community junior college districts are reproducted. They are the charts currently being used (1970-71). Most of these charts have been developed since 1965; many have been revised recently, and a number of the colleges are currently restudying their organizational structure.

Charts were not received from the following colleges: Cloud County (Concordia); Coffeyville (Montgomery County); Colby (Thomas County); Hutchinson (Reno County); and Johnson County (Shawnee Mission).

In addition to reproduction of the administrative charts, a brief description of the college is presented. The descriptions identify the college, give its location, list the approximate student enrollment, and state the number of full- and part-time faculty members currently employed.[5]

Allen County (Iola)

Exhibit 1 (page 13) is the organization chart for the public community junior college of Allen County located in Iola. This college services approximately 600 students, has 22 full, and 7 part-time instructors.

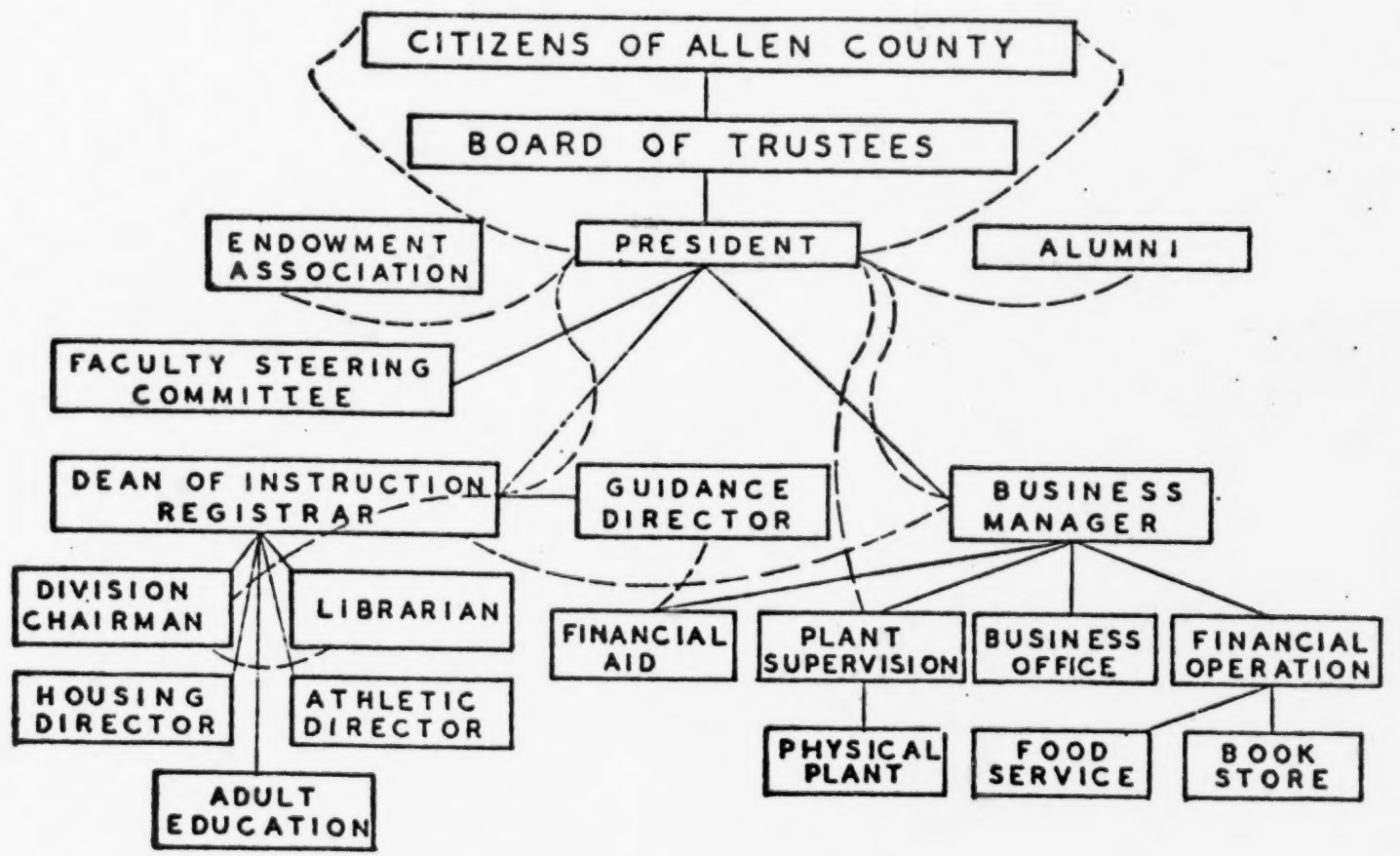
Barton County (Great Bend)

Exhibit 2 (page 14) is the organization chart for Barton County Community Junior College located in Great Bend. Barton County services about 850 students, has 28 full, and 5 part-time faculty members.

Butler County (El Dorado)

The organization of the Butler County Community Junior College, located in El Dorado, is depicted in Exhibit 3 (page 15). This college services approximately 1,850 students, has 67 full, and 2 part-time instructors.

ALLEN COUNTY COMMUNITY JUNIOR COLLEGE

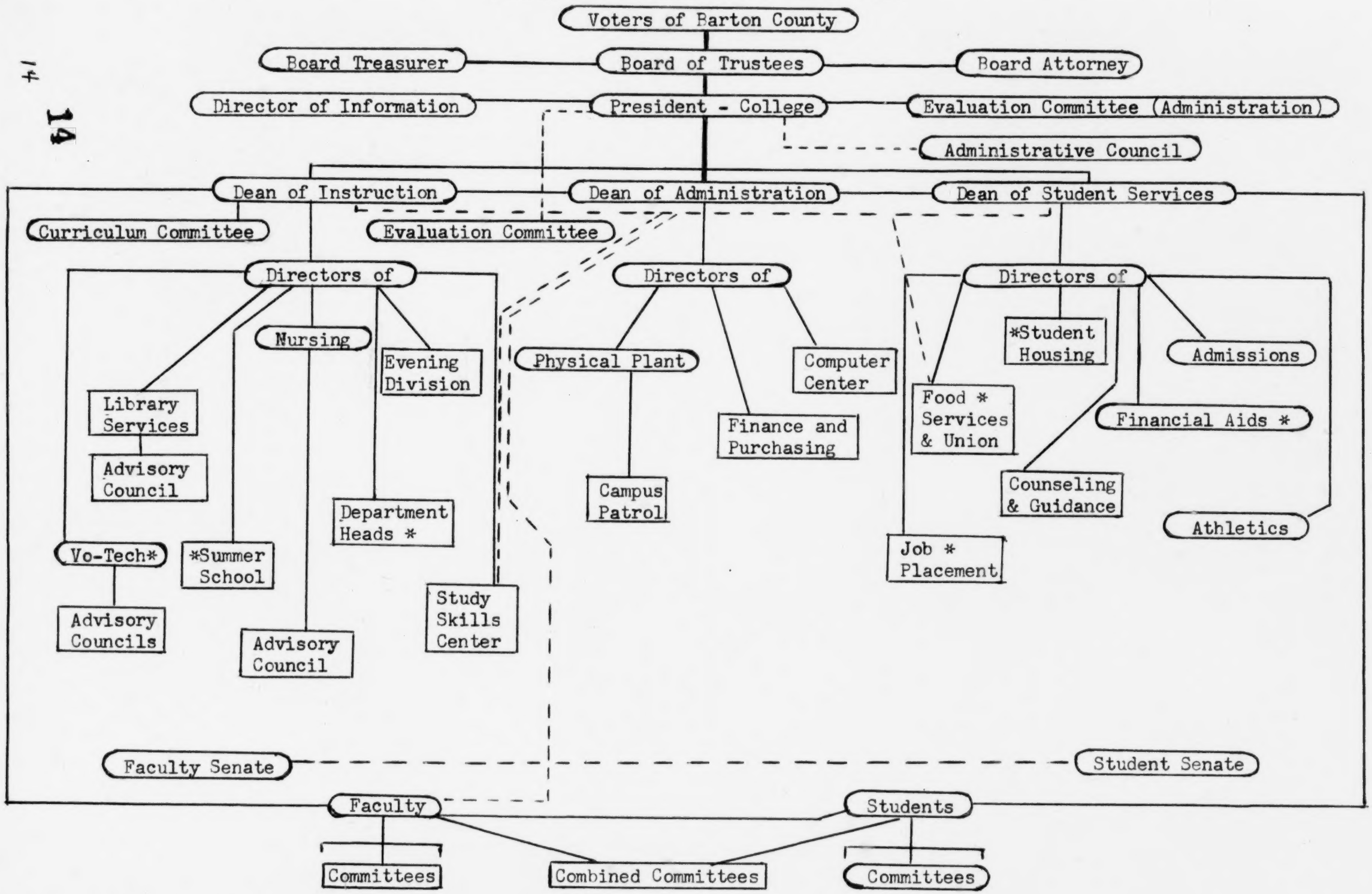


——————— ADMINISTRATION AND RESPONSIBILITY

– – – – – – – – COMMUNICATION

Exhibit 1

BARTON COUNTY COMMUNITY JUNIOR COLLEGE



*Indicates Positions not filled
Adopted by Board of Trustees Jan. 21, 1970

Exhibit 2

15

BUTLER COUNTY COMMUNITY JUNIOR COLLEGE

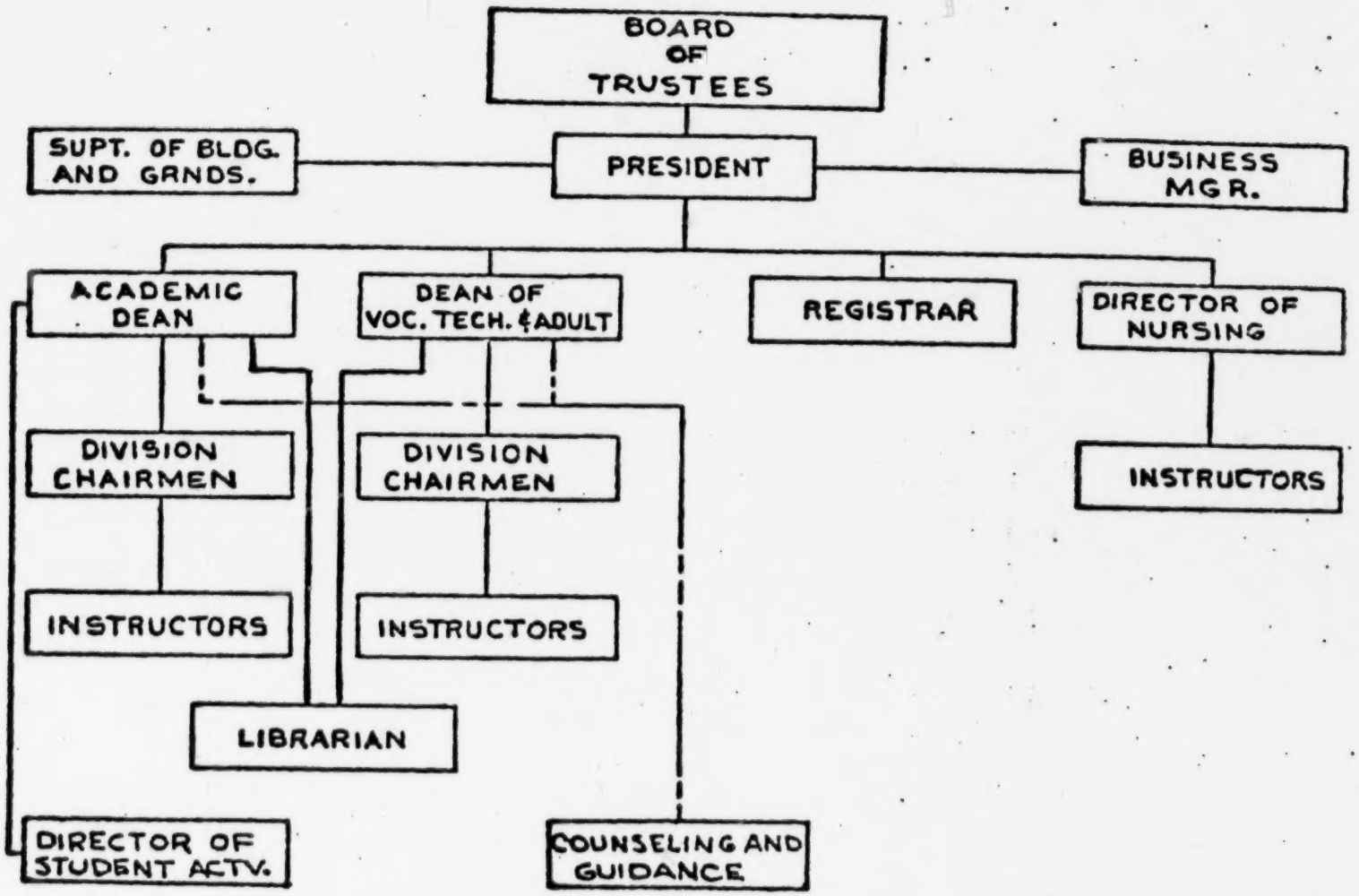


Exhibit 3

Cowley County (Arkansas City)

Exhibits 4 (page 17), 4A (page 18), 4B (page 19), and 4C (page 20) are the organization charts for Cowley County. These charts are as follows: Exhibit 4 is the overall organization chart; whereas Exhibits 4A, 4B, and 4C are charts delineating areas of responsibility under the division of administrative and student affairs (4A), division of occupational education (4B), and division of general education (4C). Enrollment in Cowley County ranges around 500 students. This student body is served by 41 full and 10 part-time instructors. (Note: Cowley County is also designated as an area vocational school, and the above enrollment does not reflect the group of students being served through this function.)

Dodge City

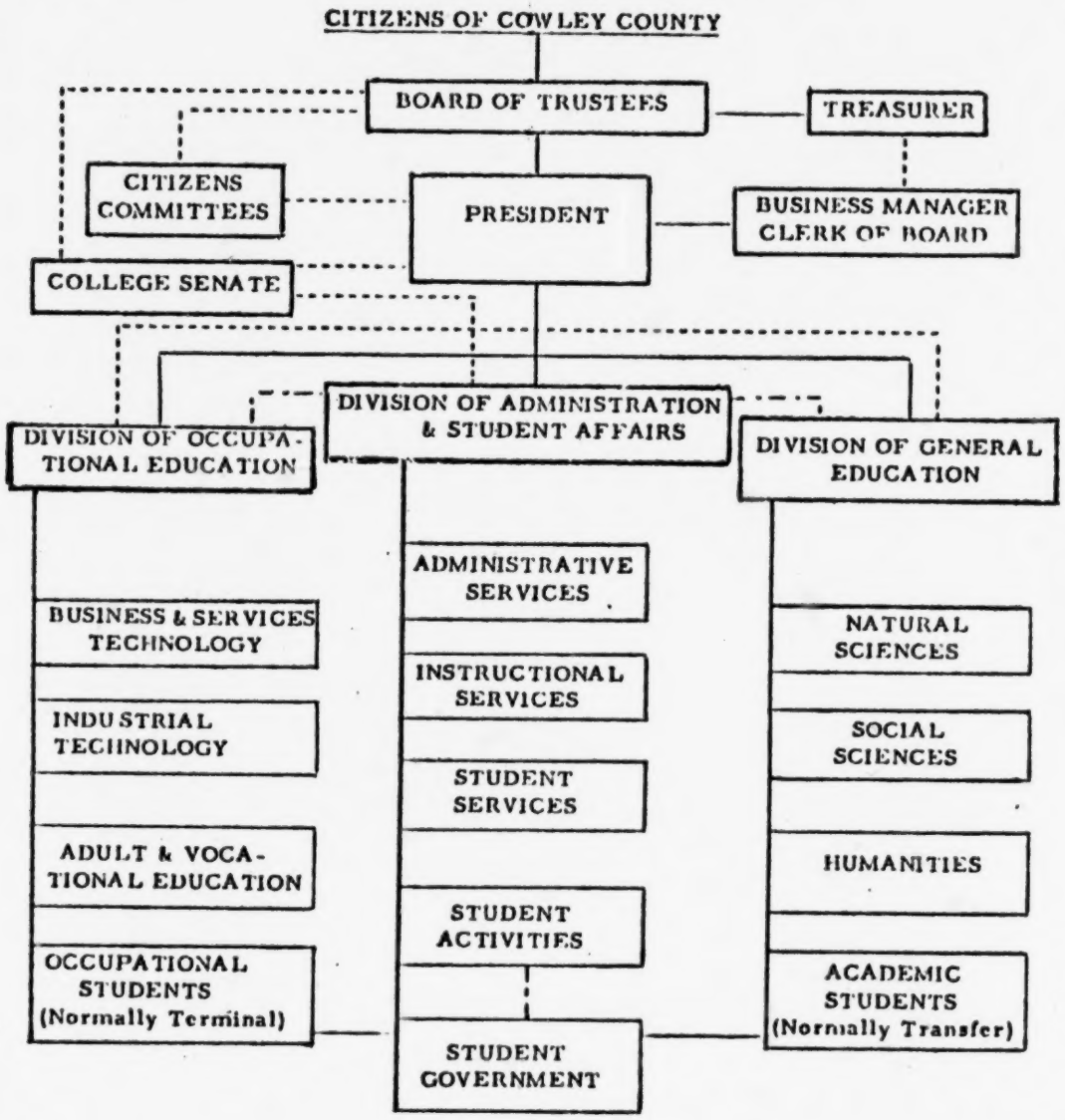
Dodge City Community Junior College is located in Ford County. Exhibit 5 (page 21) is the organization chart for this public community college. Dodge City has about 750 students enrolled, taught by 31 full and 9 part-time faculty members.

Fort Scott

Bourbon is the home county of Fort Scott Community Junior College. This college has 21 full and 7 part-time instructors serving approximately 700 students. Fort Scott's organization is depicted in Exhibit 5 (page 22).

COWLEY COUNTY COMMUNITY JUNIOR COLLEGE
& AREA VOCATIONAL-TECHNICAL SCHOOL

TABLE OF ORGANIZATION



LEGEND
Function
Administrative Relationships
Coordinative Relationships
Advisory Relationships

Exhibit 4

17

TABLE OF ORGANIZATION

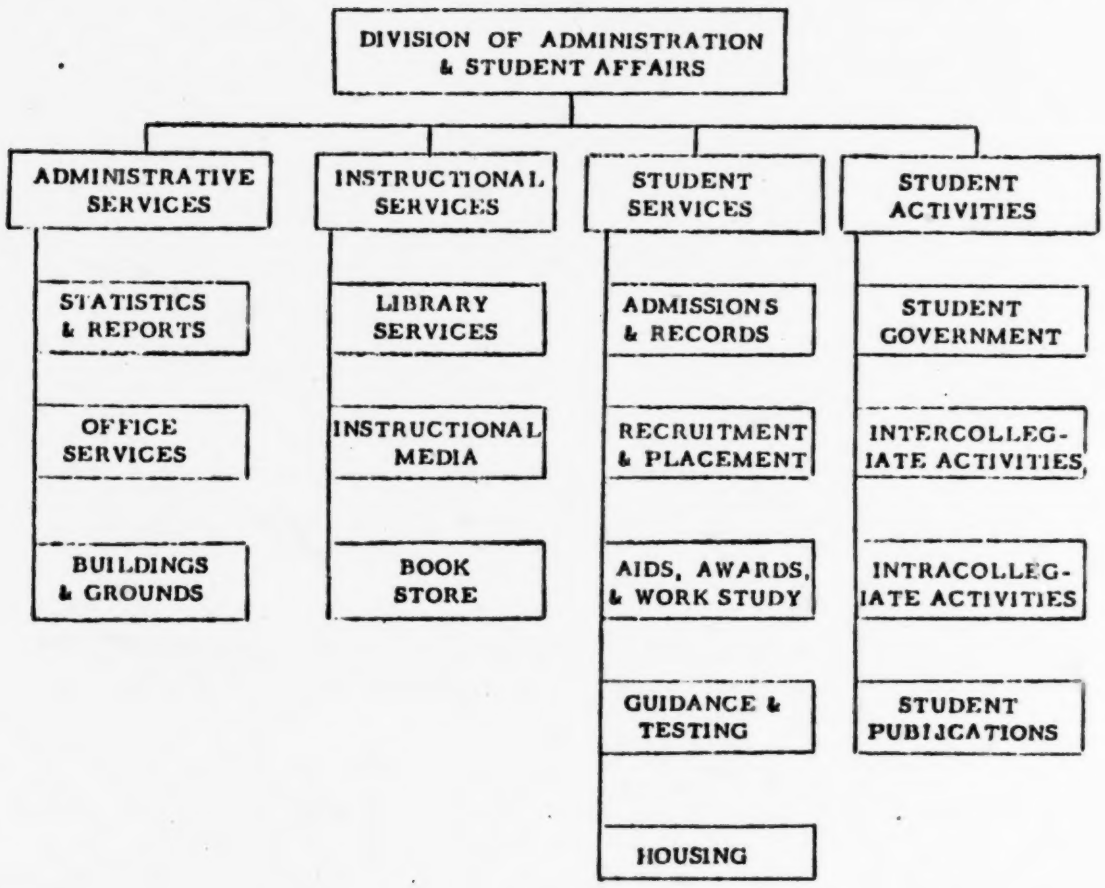


Exhibit 4A

TABLE OF ORGANIZATION

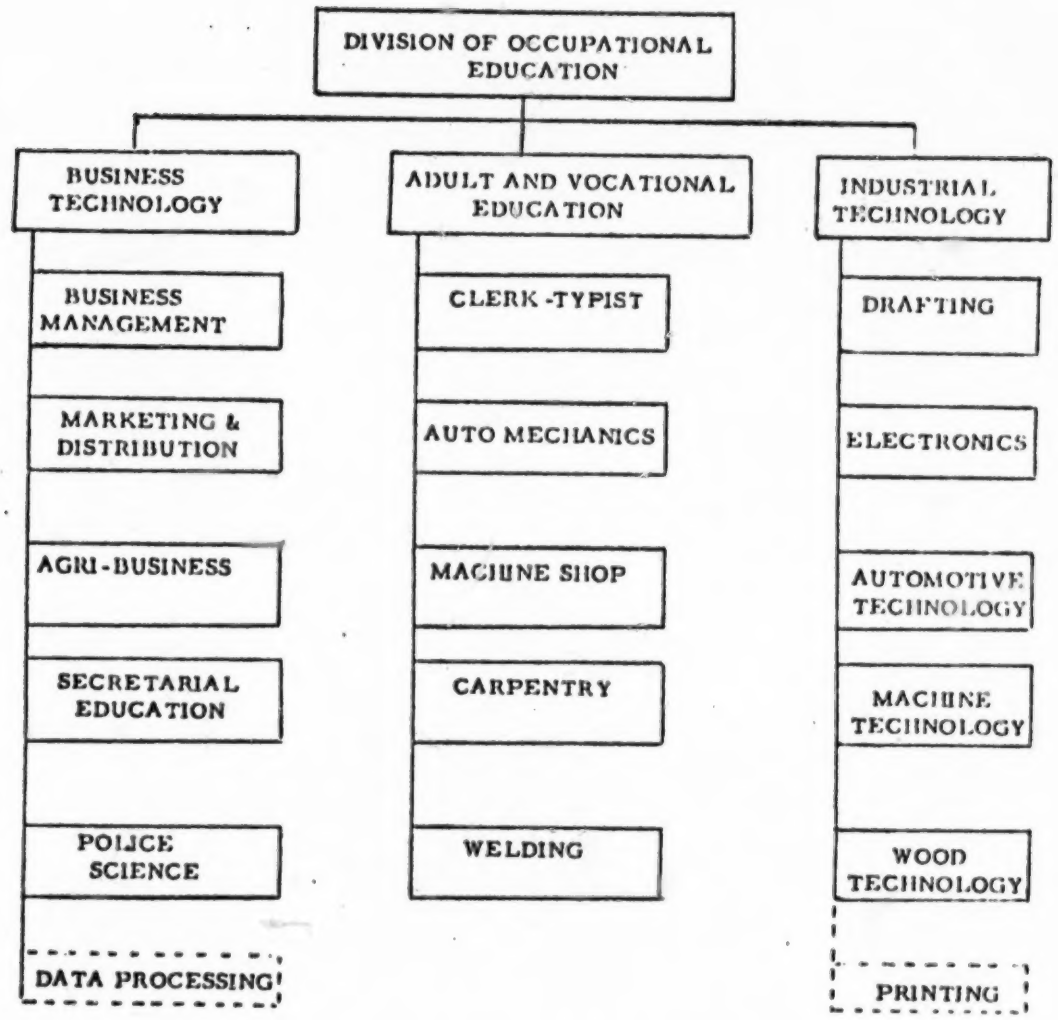


Exhibit 4B

19

TABLE OF ORGANIZATION

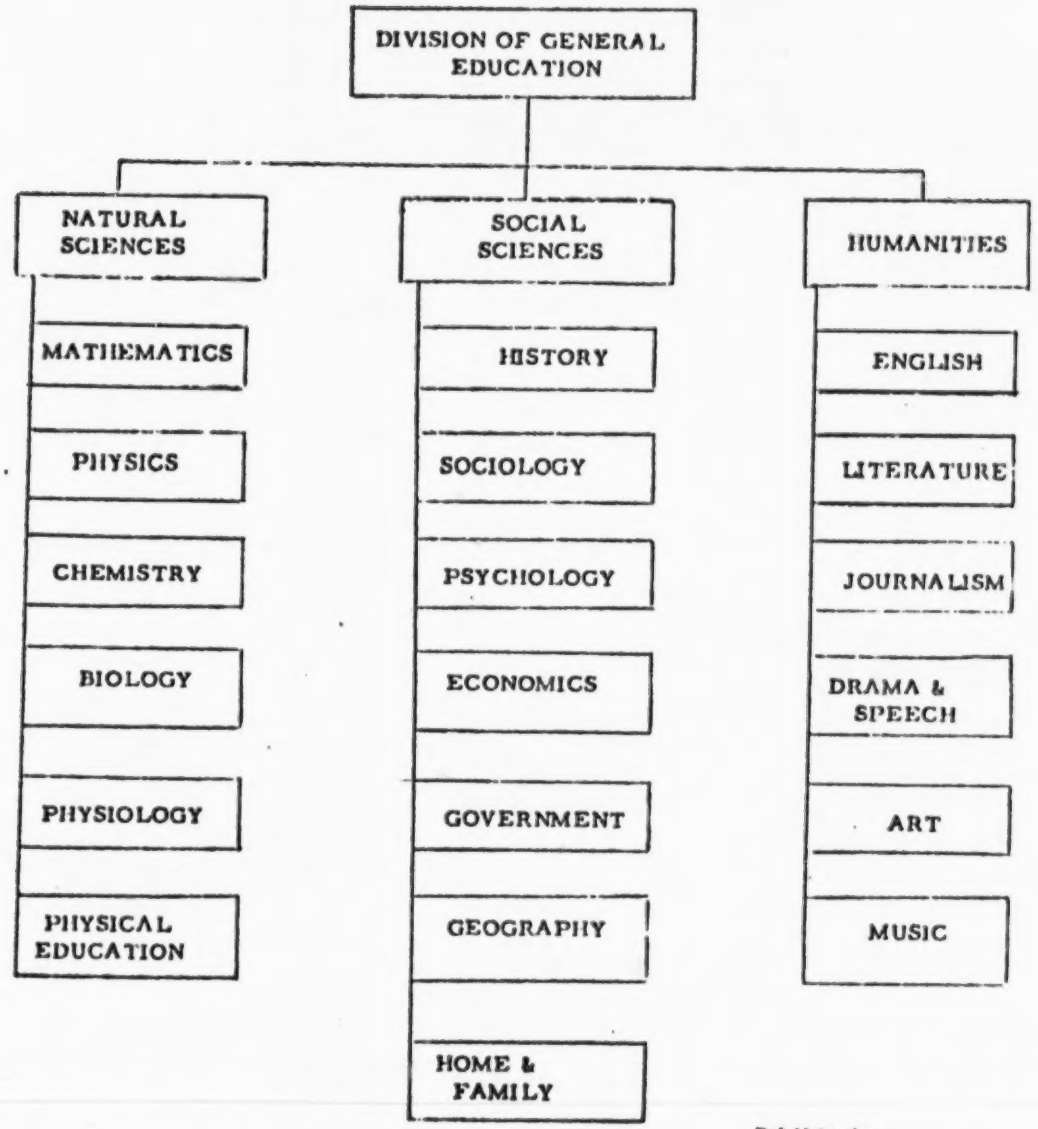


Exhibit 4C

DODGE CITY COMMUNITY JUNIOR COLLEGE

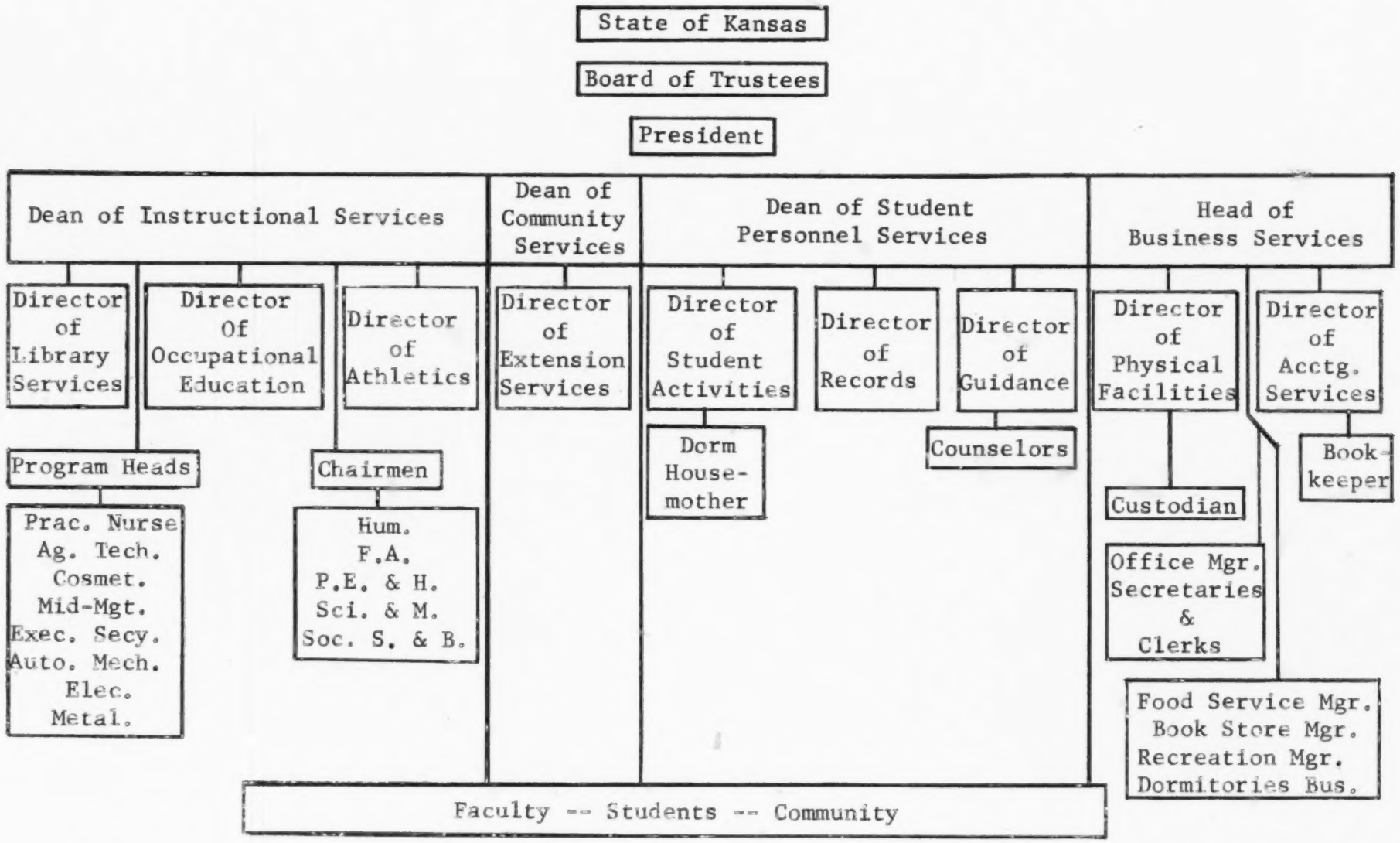


Exhibit 5

21

FORT SCOTT COMMUNITY JUNIOR COLLEGE

ADMINISTRATIVE CHART

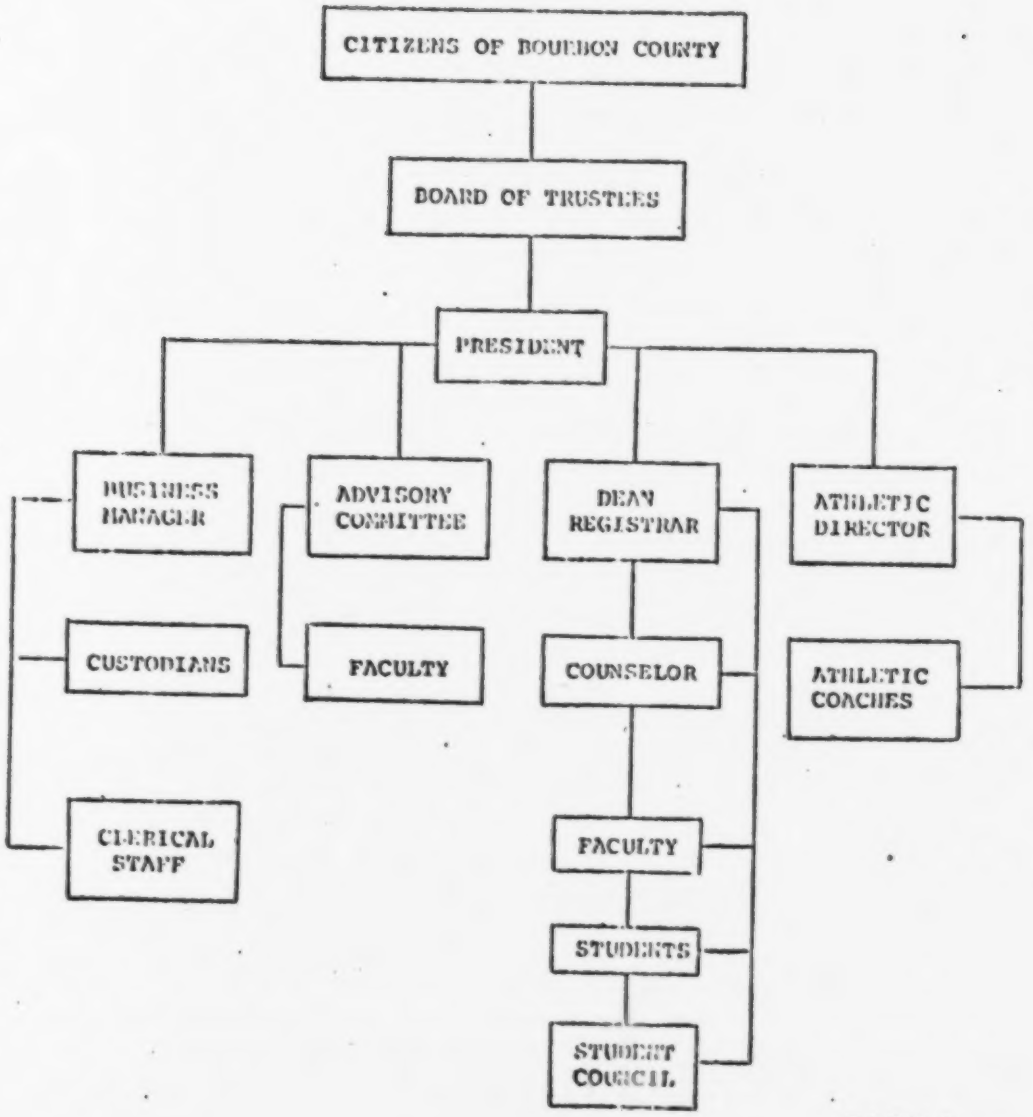


Exhibit 6

Garden City

Garden City Community Junior College is located in Finney County. Exhibit 7 (page 24) shows the organization chart. Graden City has been enrolling approximately 750 students. This student body is being taught by 35 full and 8 part-time instructors.

Highland

Highland County Junior College holds the distinction of being the oldest institution for higher education in Kansas. The college is located in Doniphan County and enrolls nearly 450 students. Highland has 18 full and 3 part-time faculty members. The organization chart for Highland is shown in Exhibit 8 (page 25).

Independence

Independence Community Junior College is one of two districts located in Montgomery County. (The other being Coffeyville). Exhibit 9 (page 26) is the organization chart for Independence. This college enrolls about 550 students and employs 27 full and 8 part-time faculty members for instructional purposes.

GARDEN CITY COMMUNITY JUNIOR COLLEGE

PATTERN OF ORGANIZATION

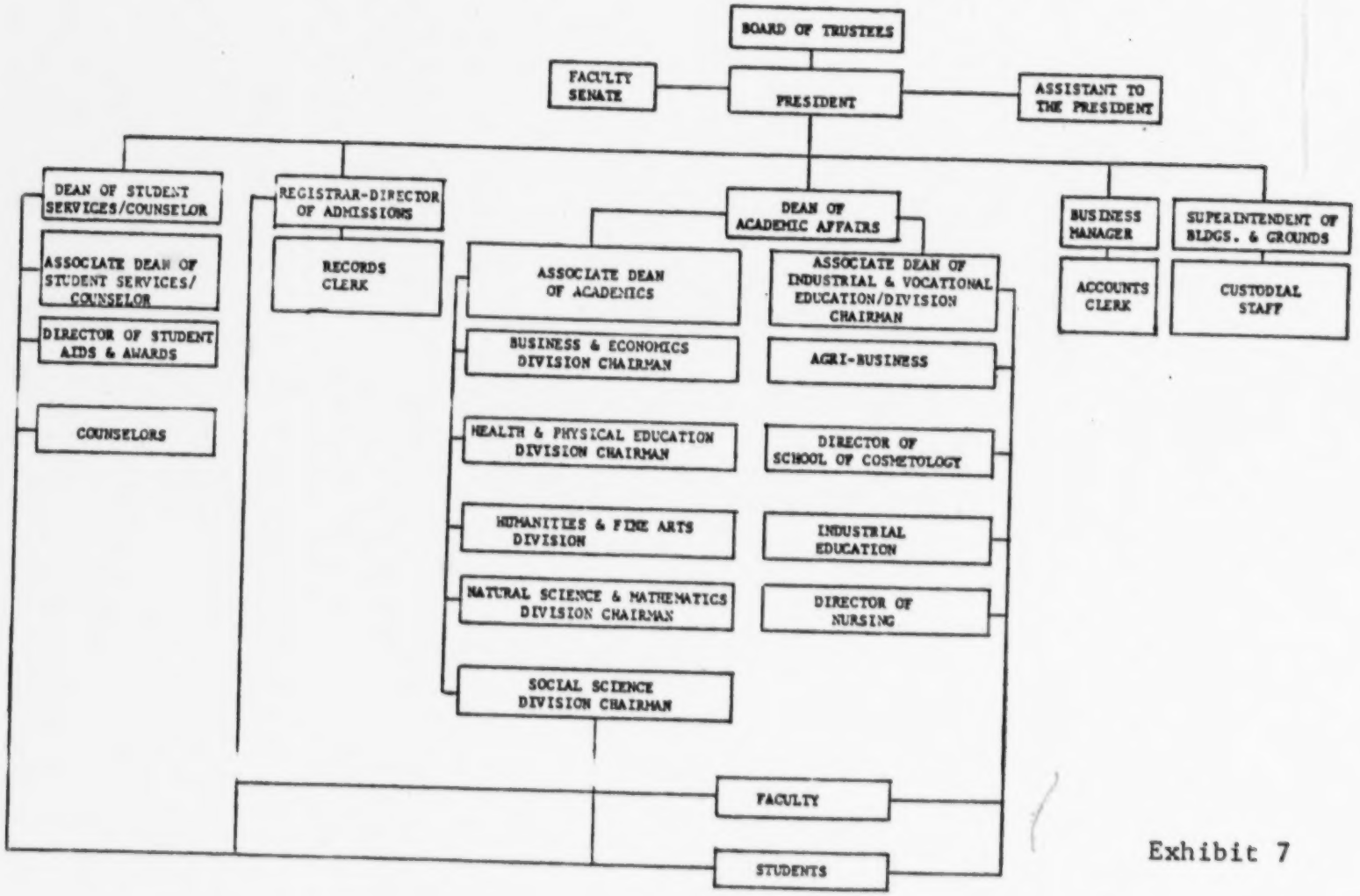


Exhibit 7

24

HIGHLAND COMMUNITY JUNIOR COLLEGE

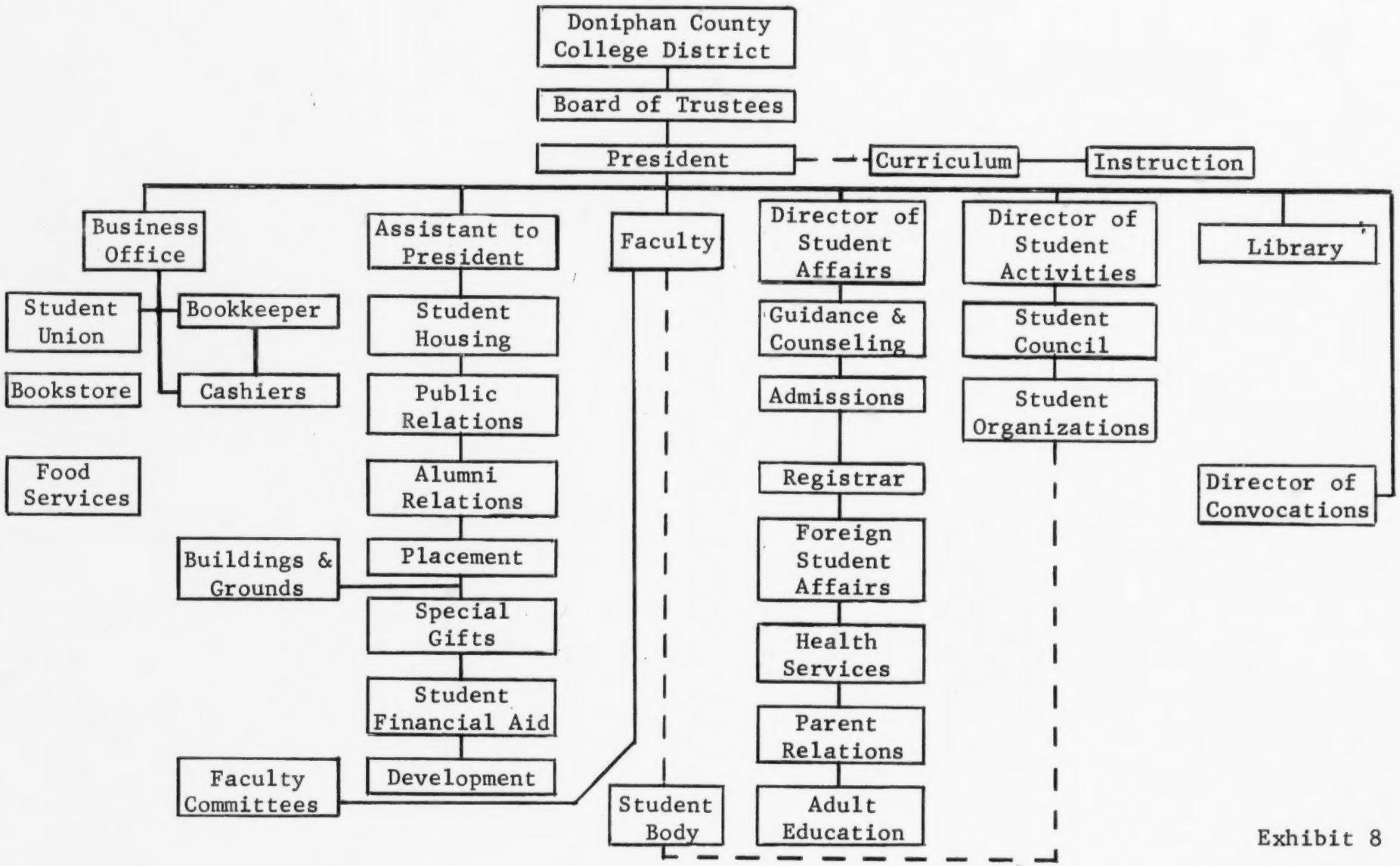


Exhibit 8

25

INDEPENDENCE COMMUNITY JUNIOR COLLEGE
INDEPENDENCE, KANSAS

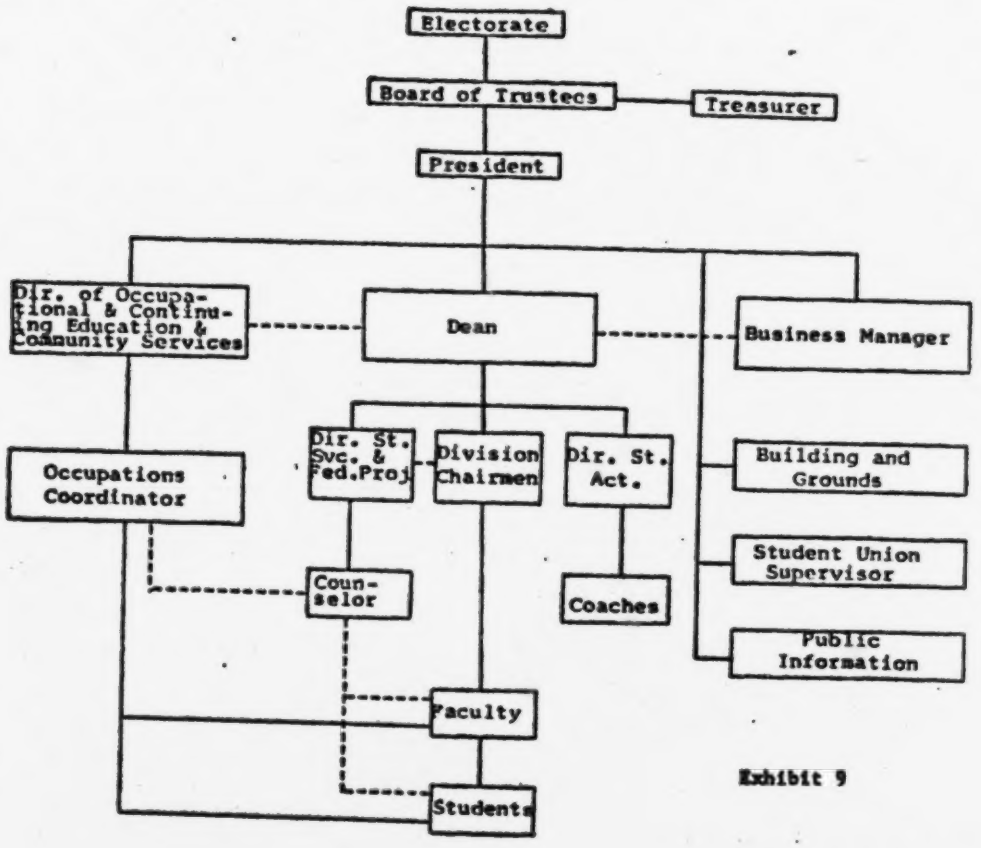


Exhibit 9

Kansas City

The organization chart of the Kansas City Kansas Community Junior College (Wyandotte County) is depicted in Exhibit 10 (page 28). This community college district serves about 1,600 students. The instructional staff consists of 52 full and 16 part-time teachers.

Labette County (Parsons)

Exhibit 11 (page 29) is the organization chart for the public community junior college of Labette County located in Parsons. Labette has 23 full and 5 part-time instructors. The college enrolls approximately 450 students.

Neosho County (Chanute)

Exhibit 12 (page 30) is the organization chart for Neosho County Community Junior College. This college has its campus located in Chanute. Neosho County provides an educational program for about 350 students, and the college has employed 21 full and 5 part-time faculty members.

KANSAS CITY KANSAS COMMUNITY JUNIOR COLLEGE

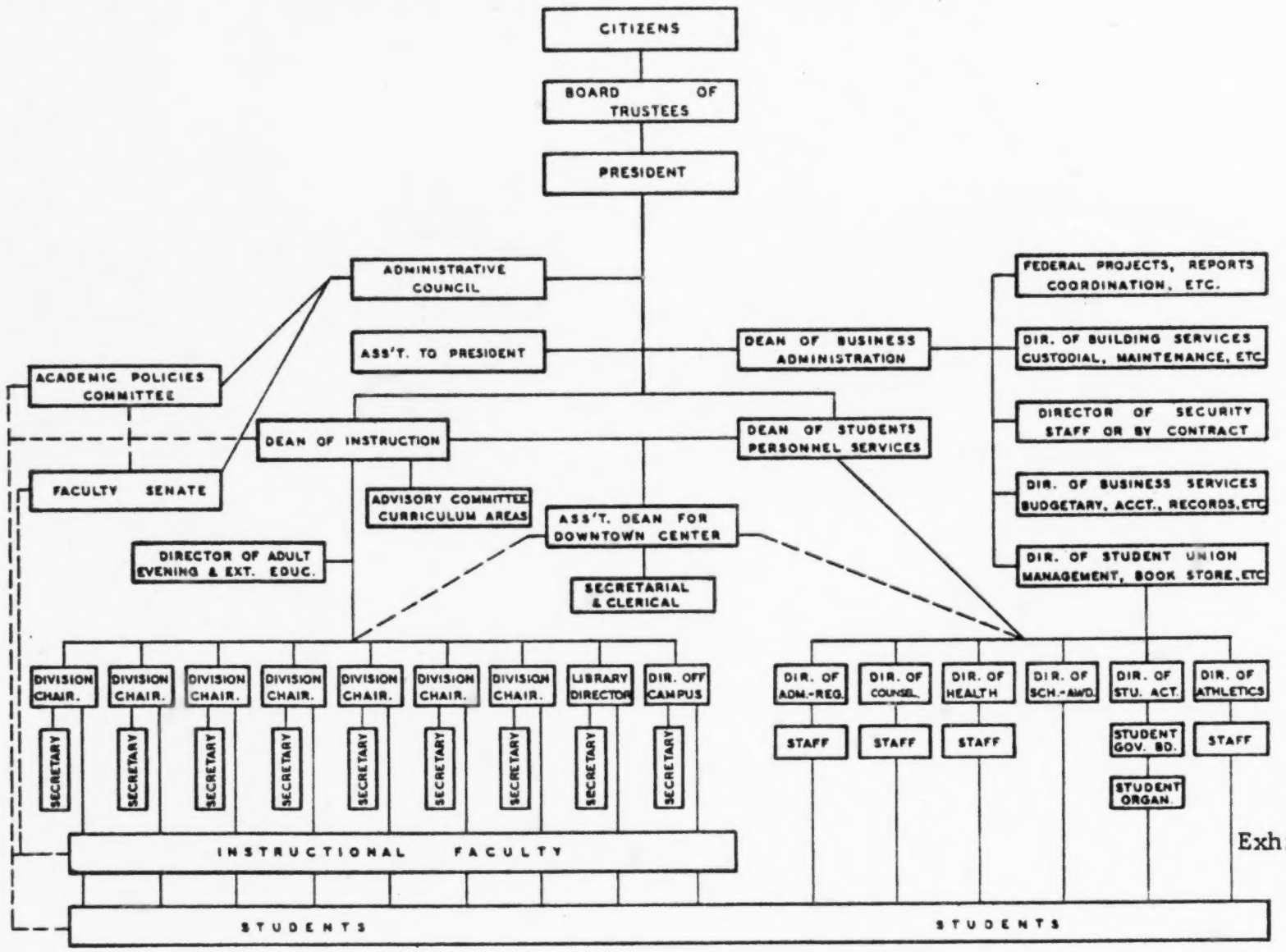


Exhibit 10

28

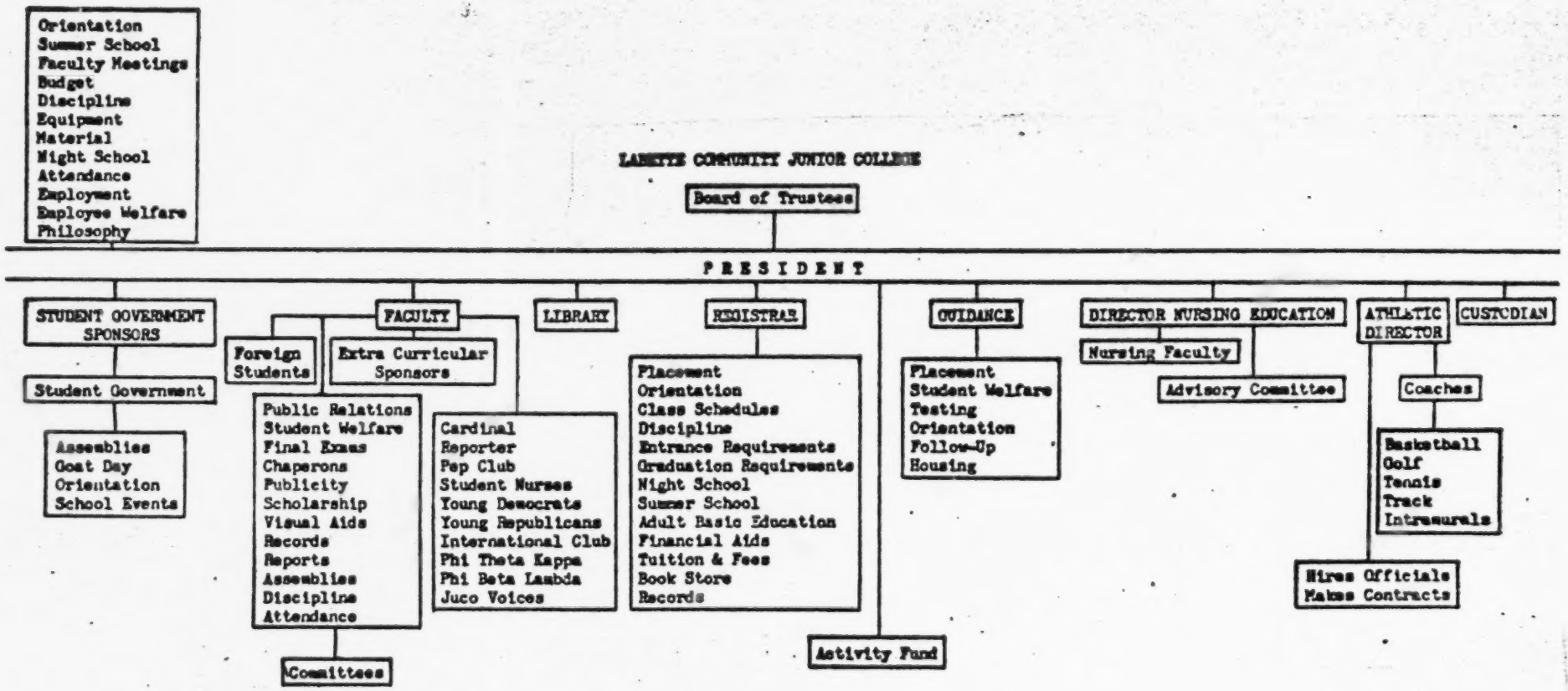

Orientation
Summer School
Faculty Meetings
Budget
Discipline
Equipment
Material
Night School
Attendance
Employment
Employee Welfare
Philosophy
LAFAYETTE COMMUNITY JUNIOR COLLEGE
Board of Trustees
PRESIDENT
STUDENT GOVERNMENT SPONSORS
Student Government
Assemblies
Goat Day
Orientation
School Events
FACULTY
Foreign Students
Extra Curricular Sponsors
Public Relations
Student Welfare
Final Exams
Chaperons
Publicity
Scholarship
Visual Aids
Records
Reports
Assemblies
Discipline
Attendance
Committees
LIBRARY
Cardinal
Reporter
Pep Club
Student Nurses
Young Democrats
Young Republicans
International Club
Phi Theta Kappa
Phi Beta Lambda
Juco Voices
REGISTRAR
Placement
Orientation
Class Schedules
Discipline
Entrance Requirements
Graduation Requirements
Night School
Summer School
Adult Basic Education
Financial Aids
Tuition & Fees
Book Store
Records
Activity Fund
GUIDANCE
Placement
Student Welfare
Testing
Orientation
Follow-Up
Housing
DIRECTOR NURSING EDUCATION
Nursing Faculty
Advisory Committee
ATHLETIC DIRECTOR
Coaches
Basketball
Golf
Tennis
Track
Intramurals
Hires Officials
Makes Contracts
CUSTODIAN

Exhibit 11

NEOSHO COUNTY COMMUNITY JUNIOR COLLEGE

Administration Chart

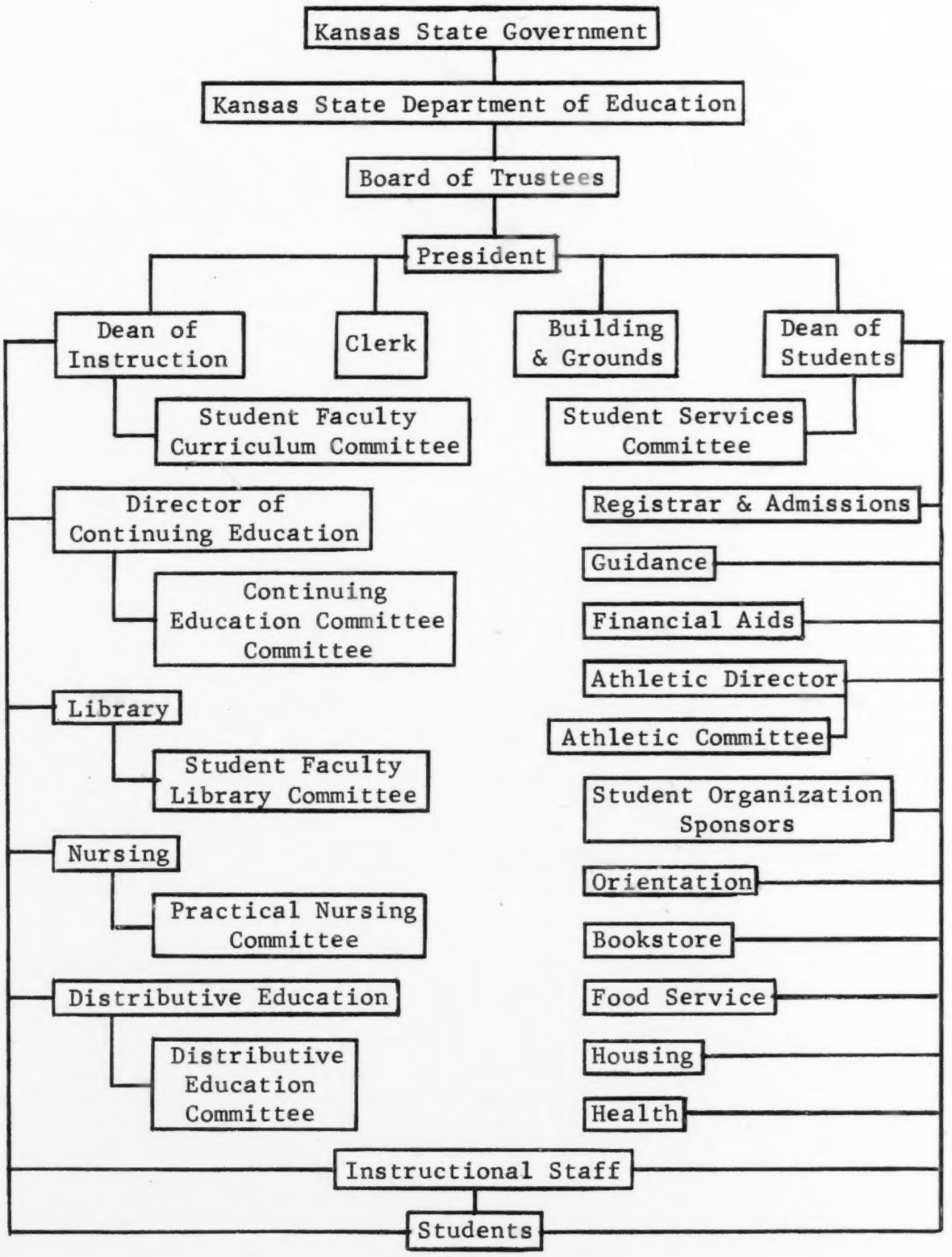


Exhibit 12

Pratt

Pratt Community Junior College is located in Pratt County and serves nearly 500 students. Pratt has 26 full and 6 part-time instructors. The organization chart for Pratt is presented in Exhibit 13 (page 32).

Seward County (Liberal)

Liberal is the home campus for Seward County Community Junior College. Seward employs 14 full and 7 part-time instructors. The college (new in 1969) enrolls approximately 350 students. Exhibit 14 (page 33) is the organization chart for Seward County.

PRATT COMMUNITY JUNIOR COLLEGE

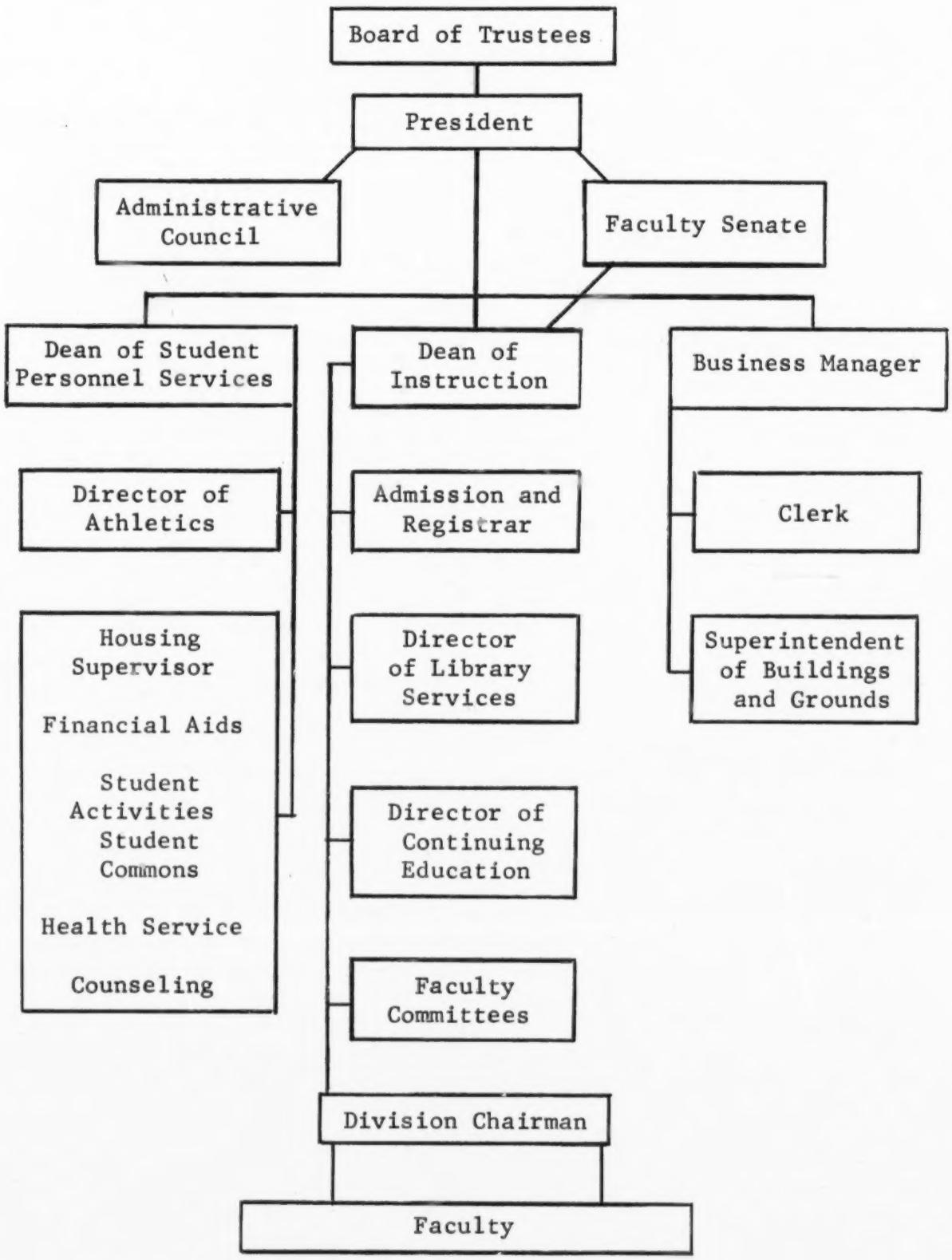
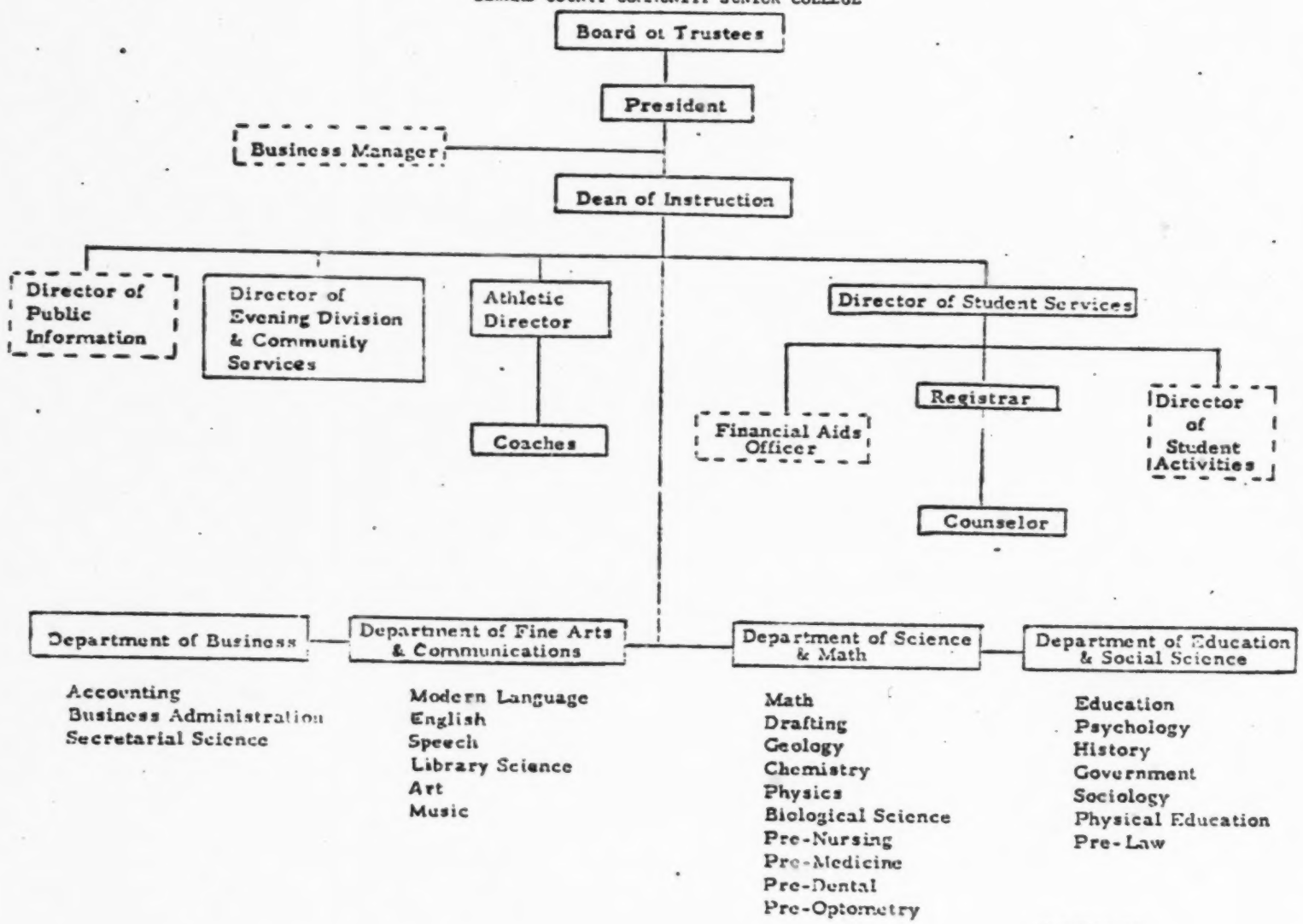


Exhibit 13

SEWARD COUNTY COMMUNITY JUNIOR COLLEGE



- - - - - - Indicates future expansion.

Exhibit 14

SUMMARY AND COMMENTS

The past six years have been momentous ones for the community junior college system in Kansas. During this period of time, the public community junior college system has grown to 19 colleges enrolling over 15,000 students with approximately 850 staff members and operating budgets exceeding fifteen million dollars.

Prior to 1965 the organizational pattern of Kansas community junior colleges consisted of the local superintendent of schools being assigned major responsibility for the administration of the junior college division of the public school system. In 1965 the Kansas legislature enacted House Bill 893, an act known in Kansas as the "community junior college act." This act changed the junior colleges from high school extension classes to community junior college districts with their own board of control, faculties, facilities, and administration, and made it possible for community junior colleges to develop their own

structure of organization. Therefore, it would seem to be of importance that data be collected which would depict the current organizational structure of the Kansas Community Junior College System. In view of the fact that information concerning the organizational structure of Kansas community junior colleges had not been compiled, this study was undertaken to identify and examine the current organizational patterns of the community junior college districts in Kansas.

In this study community junior college district organization is presented primarily in terms of administrative charts, visual depictions of the structural patterns of the community junior colleges. The principal means of gathering the charts was a letter (see Appendix) mailed to each of the 19 community junior colleges. The usable response rate to the inquiry was 74 percent (14 of the 19 colleges).

Every organization faces the task of defining and implementing its structure of organization. This implementation is necessary if the organization is to achieve its objectives.[6] Also, the individuals responsible for designing structure are caught between projection of an ideal plan--a plan which represents relationships as they should be--and the projection of a plan which depicts relationships as he believes them to exist.[7] Sound planning would seem to require both approaches.

The community junior college is, as every production organization, composed of two related groups. The classroom teachers,

counselors, and other personnel who work directly with the student compose the group that performs the operation for which the college exists. The other group consists of the administrators and staff who direct, supervise, and service the operation group. In a situation such as the community junior college where professionals have a high degree of autonomy and where both kinds of functions are performed by the same individuals, the distinction between the function of these two groups, though important, is often confused. However, this lack of clear distinction can be partially overcome by a more specific look at what the structure of organization, as depicted by the organization chart, actually represents.

The organization chart is generally a pattern which represents the administrative component of the organizational structure. As such, the chart usually represents and deals only with administrative and staff relationships not with the organization of the work group. These charts reveal position, authority hierarchy, and line and staff relationships. These charts are most useful as a general guide for orienting staff and as a means of identifying specific relationships between personnel within the organization.[8]

The organization chart is, at best, a "barebones" picture of the structure of the organization. As McCleary and Hencley indicate,

> It is the skeletal structure of essential administrative processes of:
>
> Decision making...authority and responsibility are pinpointed....
>
> Formal communication...reporting and...issuing... official directives and information.
>
> Division of work...identifies positions and groupings to form the organization.
>
> Coordination of parts...specifies the relationships of the various parts of the organization to each other and to the organization as a whole.[9]

The community junior college organization charts reproducted in this report are, in general, representative of the most common pattern of administrative organization found within community colleges. They are the basic line- and staff-concept depicted in organization form, and they probably as Richardson noted,

> ...represent a hodgepodge of ideas garnered from business, secondary schools, and four-year universities without...much analysis as to how well these ideas relate to the kinds of problems currently being encountered by the administrative organizations of two-year colleges.[10]

These charts depict positions in the college organization according to their authority relationships and, as such, portray certain common characteristics: (a) the individual in the organization occupies a formally defined position; (b) positions are shown as being related by the authority assigned to them; and (c) the decision-making structure identifies individuals with the line structure who serve as arbitrators.

During periods of rapid growth and change, there is little likelihood that administrators would be able to give serious

attention to the many issues and problems in organization. However, now is the time for new approaches to administration in the community junior college to be given thorough study and consideration.

In this report community college organization has been discussed primarily in terms of charts, the visual depiction of the structure of organization for the college. It perhaps needs to be emphasized that organization is not an end in itself. The purpose of organization is to further the college program. By attempting to fuse the elements of the college into an operational unit, the structure of organization serves as a means to an end, which for the community junior college is to provide the best education possible for the community being served.

---

1. Heinrich, Carl L., "Junior Colleges In Kansas," Kansas Association of School Administrators Newsletter. Topeka: The Association (January 1970).

2. Flint, Jack M., Floyd Herr, and Carl L. Heinrich, The Kansas Junior Colleges: 50 Years of Progress. Topeka: The State Department of Public Instruction, 1968, pp. 25-29.

3. Ibid. pp. 31-33.

4. Administrative Leadership Service, "School District Organization," Arlington, Virginia: Educational Service Bureau, 1969, p. 1.

5. Kansas State Department of Education, Summary of Public Community Junior College Reports for the School Year 1969-70. Topeka: Department of Education, 1970.

6. Blocker, Clyde E. and William A. Koehnline, "The Division Chairman in the Community College," Junior College Journal, (February 1970), pp. 9-12.

7. McCleary, Lloyd E. and Stephen P. Hencley, Secondary School Administration: Theoretical Bases of Professional Practice. New York: Dodd, Mead & Company, 1965, p. 172.

8. Ibid. p. 174.

9. Ibid. p. 175.

10. Richardson, Richard C. Jr., "Needed: New Directions in Administration," Junior College Journal, (March 1970), pp. 16-22.

APPENDIX

KANSAS STATE COLLEGE OF PITTSBURG
DEPARTMENT OF ADMINISTRATION AND SCHOOL SERVICES
Pittsburg, Kansas 66762

Dear Community Junior College Administrator:

We are making an effort to gather a comprehensive body of data concerning the administrative organization of our state system of community junior colleges.

The information will be compiled to provide an overview of the present administrative structure of our community junior colleges. In addition, it is hoped that the data collected will be useful in ascertaining future needs of community junior college administrators. The results of this study should be of interest to all those interested in our community junior colleges.

Your cooperation in forwarding to us, within the next 10 days, the following materials will be sincerely appreciated. We would like to receive:

Two copies of your current administrative organiation. (One chart will be reproduced and included in the study.)

Sincerely,

Paul Parker

PP:kk

Enclosure

Kansas Community Junior Colleges

District	City
Allen County	Iola
Barton County	Great Bend
Butler County	El Dorado
Cloud County	Concordia
Coffeyville	Coffeyville
Colby	Colby
Cowley County	Arkansas City
Dodge City	Dodge City
Fort Scott	Fort Scott
Gardent City	Garden City
Highland	Highland
Hutchinson	Hutchinson
Independence	Independence
Johnson County	Shawnee Mission
Kansas City	Kansas City
Labette County	Parsons
Neosho County	Chanute
Pratt	Pratt
Seward	Liberal